



The SCAMPI Appraisal Method: Top Ten Myths (2004 Edition)

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MYTHS - Disclaimer

Presented in no particular order

No scientific or statistical methodology for collection

Candidate “myths” originated from one or more of the following:

- **myths sent in by Lead Appraisers**
- **inquiries made to SEI (phone, email),**
- **questions from students attending SEI classes (Intro to CMMI, Intermediate CMMI, SCAMPISM Lead AppraiserSM Training).**



Myth 1: All appraisal team members must attend all interview sessions

This may be a hold-over from CBA-IPI and SCE.

The SCAMPI MDD requires at least 2 team members be present in an interview, thus mini-teams can conduct interviews.

In practice we recommend full team interviews for managers, with mini-teams conducting Functional Area Representative interviews.



Myth 2: Practices may be characterized as “Not Applicable”

Only Process Areas (PAs) may be excluded from appraisal coverage (i.e., rated “Not Applicable”). Goals and practices from all applicable PAs are within scope and must be rated or characterized.

The use of Alternative Practices is the only method for treating practices that are performed differently in a project.

For example, SAM SP 2.1 Review COTS Products could be met by a documented decision that the project performs all development and does not use COTS products.



Myth 3: Appraisals result in “CMMI Certification” good for 2 Years

SCAMPI appraisals do not certify. They can provide Maturity or Capability Levels which indicate that applicable goals of CMMI models are satisfied.

There is no “shelf life” for Maturity or Capability Levels resulting from an appraisal – there are too many variables, such as management change, acquisition, and reduced (or increased) emphasis on process improvement, that can affect results over a short term.



Myth 4: SCAMPI A is all about extra documentation, with little value to the organization

Practice Implementation Indicators (PIIs) should be the natural result of performing your process. Developing them only for an appraisal not only wastes resources, but does not help the organization.

By documenting PIIs based on actual performance of the practices, the evidence exists and PII creation is easy. If results of practices are not documented, PII creation can become a wild goose chase.



Myth 5: Generic Goals 4 and 5 must be met to achieve ML 4 and 5 when using the Continuous Representation

This is a statement that Figure 5.6 in the CMMI book is wrong (and is thus wrong).

By achieving Capability Level 3 in all applicable PAs, the applicable Maturity Level may be gained. The reason is that the Maturity Level 4 and 5 PAs (OPP, QPM, OID and CAR), as well as Generic Goals 4 and 5 operate on sub-processes, not Process Areas, thus no entire PA need be rated Capability Level 4 or 5. Selected sub-processes must be subject to statistical process measurement, control and improvement.



Myth 6: A Direct Artifact and an Indirect Artifact are required for every practice.

Corollary 1: A Direct Artifact, Indirect Artifact and Affirmation are required for every practice.

The SCAMPI MDD requires a Direct Artifact plus either an Indirect artifact or Affirmation for every practice.

This myth may be a result of MDD guidance for Face-to-Face Affirmations, but no guidance for Indirect Artifacts. So, lacking rules, some people require all.



Myth 7: If we conduct a SCAMPI appraisal using the staged representation then we must report a maturity level.

Corollary 1: When using the staged representation, more PAs (at least 6 at ML2) must be appraised than when using the continuous representation.

This is a repeat request from 2003.

The SCAMPI method requires that, as a minimum, goals must be rated; there is no requirement that any further rating activities be performed.

In addition, no matter which representation is used, any or all PAs can be within the appraisal scope – the representation chosen has no bearing on PAs in the appraisal scope.



Myth 8: Instruments (i.e. questionnaires) are required in every SCAMPI appraisal.

This will become a myth upon publication of a revised ARC in early 2005.

The CMMI Steering Group approved the removal of this requirement from the ARC. It was a legacy requirement from the old Software Process Assessment and CMM Based Assessment for Internal process Improvement methods. It is not relevant to the data-driven, verification nature of SCAMPI appraisals.



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That's All

These are the top 10₈ myths.



GOLD HILL

| | | |
|-------|---|------|
| EST. | — | 1859 |
| ELEV. | — | 8463 |
| POP. | — | 118 |

| | |
|-------|-------|
| TOTAL | 10440 |
|-------|-------|



SCAMPI Myths III for 2005

Send me your favorites.

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